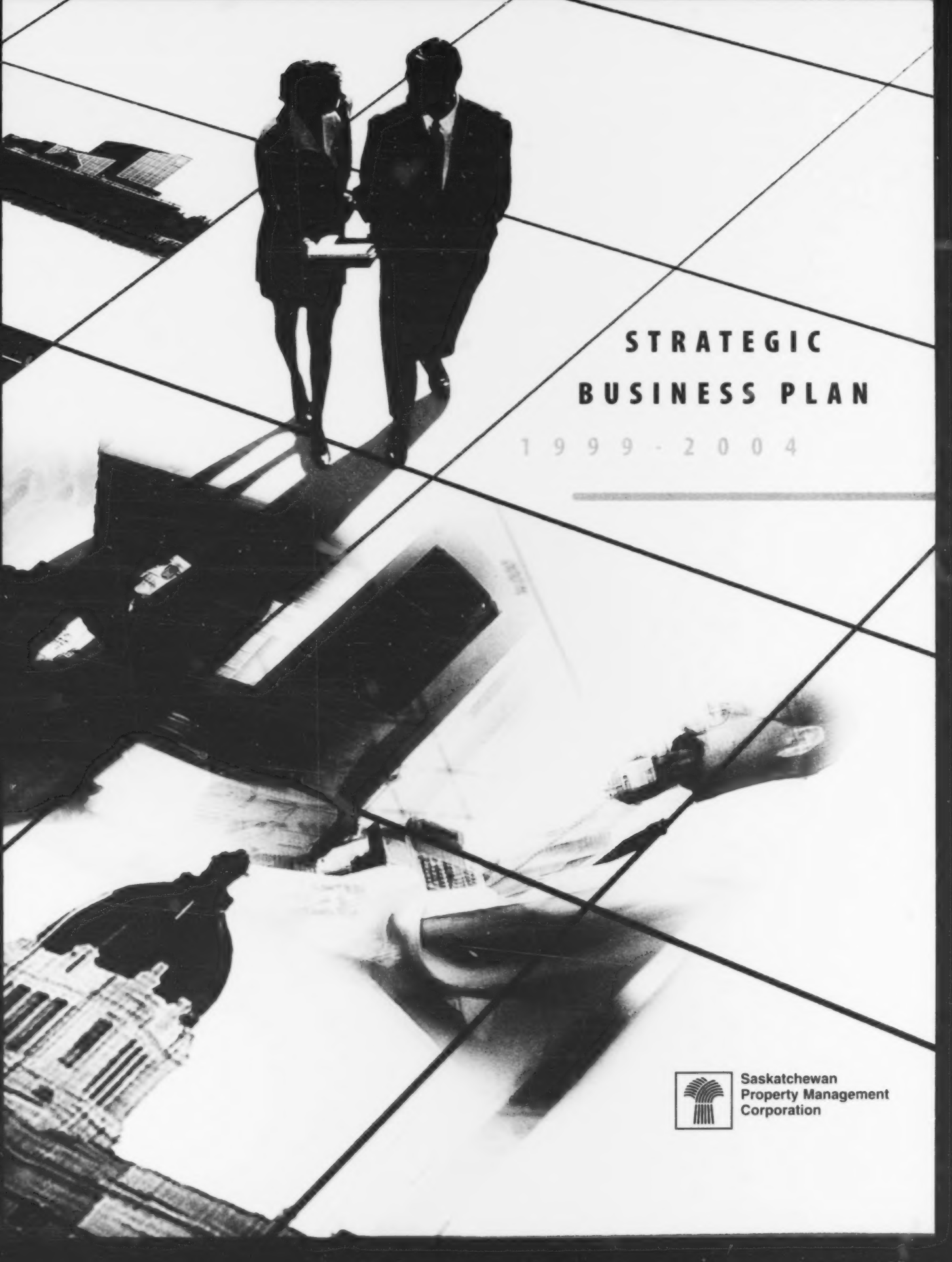

STRATEGIC BUSINESS PLAN

1999-2004

Saskatchewan
Property Management
Corporation

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1999 - 2004

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Message from the President

As SPMC's three-year Renewal Plan comes to a conclusion in 1999, I am pleased to introduce our new five-year Business Plan.

Like the Renewal Plan, this document attempts to lay out SPMC's key priorities and business objectives for the next few years. Under the Renewal Plan, SPMC's focus has largely been on improving the cost effectiveness of its internal operations and services. The focus of the Business Plan turns SPMC's attention towards achieving a better understanding of how it can improve its services to meet the specific and unique requirements of different customers.

The corporation is purposefully charting a course which builds on the successes it has realized in the past few years and embraces the challenges of its current operating environment. The plan maps out the key initiatives required to drive the corporation to a level where its employees, along with its peers and members of the public, can confidently state that SPMC is an organization of choice for property management, commercial and support services.

The process of developing the corporate vision, mission and values relied on the participation of employees from the corporation. Similarly, the success of the plan requires an ongoing commitment from all members of the corporation to integrate the corporate vision, mission, values, and objectives into SPMC's program and individual work plans. The plan sets out the four cornerstones which will guide SPMC's business through the next five years: customer focus, financial performance, employee focus, and public policy. These four concepts represent the priority areas the corporation must focus on in order to grow its business, exceed customers' expectations, and support employees in achieving corporate initiatives.

During the months ahead, as the corporation achieves the objectives described in the Business Plan, it is of the utmost importance that all staff take pride in SPMC's accomplishments and communicate its successes as an organization. I am confident that there will be many opportunities to celebrate these successes and accomplishments, and I look forward to the opportunities to join with you in these celebrations.

John Law

President, Saskatchewan Property Management Corporation

Introduction

The Saskatchewan Property Management Corporation (SPMC) is setting a course for its future. The next three to five years will focus heavily on positioning the organization to meet the challenges it will face in achieving its vision.

Designed to articulate strategy and provide focus, this plan is intended to ***build*** on the experience of SPMC's past, ***respond*** to challenges in the corporation's operating environment, and ***commit*** to key initiatives that will benefit customers, employees, and other shareholders, as SPMC moves to become an organization of choice.

In preparing the plan, SPMC engaged employees across the corporation in a process directed at developing a vision and mission for the organization, confirming strategic objectives and tactics consistent with the vision and mission and identifying projects designed to implement these tactics.

The corporation has identified areas where ***strategic investments*** in continuous improvement, employees and technical enhancements are essential to long-term operational effectiveness. The plan allows for these investments.

The corporation has identified areas in which its ***knowledge needs*** related to its corporate mandate must be enhanced. The plan responds to these needs.

The corporation has identified a broad range of ***projects*** that will contribute to strengthened revenues, retention of current customers, and a broadened customer base, while improving the services SPMC provides. The plan highlights a number of these projects to illustrate how the corporation's energies will be directed over the next three to five years.

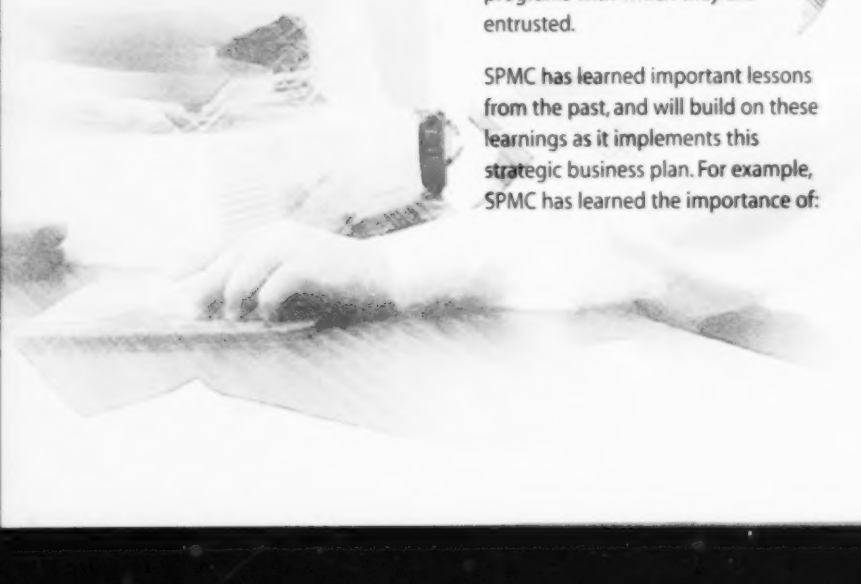
SPMC has defined what ***success*** means for the organization and its diverse lines of business. The plan includes targets that will help the corporation measure its success on a year-to-year basis.

The plan is a balance of perspectives, building on ***past*** success, addressing ***current*** challenges and capturing ***future*** potential.

The business of SPMC
Our Future
Where we want to go.
Our Business
Where did we come from?
Where are we now?
How should we respond?
Our Direction
What are our vision, mission and values?
Our Roles
How do we get there?
Our Next Step
Where do we go from here?

103-03611/

The Saskatchewan Property Management Corporation (SPMC) is dedicated to providing a diverse array of accommodation, transportation, warehousing, distribution and purchasing services to a wide range of public sector organizations. SPMC owns and/or manages approximately 1,300 buildings in more than 210 communities across Saskatchewan. Customers receive such services as: vehicle supply/service/support; interoffice mail; bulk buying; accommodation provision and management; risk management and insurance; air transportation services; and, sales of surplus equipment and vehicles.



Where did we come from and what did we learn?

Historically, the provincial government has chosen to centralize accommodation and other common services to achieve economies of scale and consistency in the delivery of these services. This allows SPMC's customers to focus their efforts on delivering their services.

The shift of this service responsibility from a government department to a Crown corporation is a relatively recent development, and is consistent with similar moves in other provincial jurisdictions. The change has provided the organization with greater opportunity for flexibility and responsiveness in dealing with customer needs and marketplace developments.

The Renewal Plan, which guided the organization over the past three years, focused SPMC internally, in order to address efficiency and effectiveness issues raised by executive government. As this work nears completion, SPMC must enter a new customer-focused era in order to continue to fulfil its current mandate of providing central services to publicly-funded organizations, thereby allowing them to focus on delivering the government programs with which they are entrusted.

SPMC has learned important lessons from the past, and will build on these learnings as it implements this strategic business plan. For example, SPMC has learned the importance of:

- ***customer service*** when SPMC looks back at a major fire that damaged the SIAST Kelsey Institute facility in Saskatoon. Within an extremely tight turnaround time of eight days, SPMC staff acquired 230,000 square feet of space to accommodate programs displaced by the fire. A total corporate effort was required to make this happen and achieve minimal disruption to SIAST and hundreds of students.
- ***maintaining infrastructure*** through the major investment that the province made in the Legislative Building Rehabilitation Project. This investment allowed SPMC to participate in the preservation of Saskatchewan's heritage, as well as to consider the public education possibilities created by this project.

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- ***partnerships*** through the opportunities SPMC has achieved with many outside agencies, including the federal government. A successful relationship with Public Works and Government Services Canada in the provision of accommodation services is only one example of where SPMC has effectively partnered to achieve savings and secure employment for staff at SPMC. The corporation is well positioned for future accommodation provision contracts as a result.

- ***cost reduction*** through savings from centralized service provision – for example, $2.1 million through the disposal of 16 surplus properties last year; reduction of $8.7 million in lease expenses since 1991; and, $8 million/year through the central co-ordination of voice mail communications. Significant savings will also be achieved through the consolidation of eight SIAST locations into one at the former Plains facility.

- ***community involvement*** through SPMC employees making significant and positive contributions to the province through volunteer work with charities such as United Way, Easter Seals, Santa's Anonymous, Telemiracle and the Red Cross. SPMC has also entered into a business and educational partnership with St. Marguerite Bourgeoys School in Regina, providing the opportunity for SPMC staff to share talent, time and expertise with young people.

Building on these and other learnings will help to make SPMC an organization of choice.

Where are we now?

SPMC's operating environment is changing quickly. Technological advances are at the centre of the changes, creating significant opportunity for improvements in access, processes and service delivery. Customer expectations are growing as other service providers improve and expand their services.

SPMC currently funds its operations through direct charges to customers for services rendered, and through government operating grants for programs where it has been impractical to charge for services directly. For example, SPMC receives an annual operating grant to fund the costs of its purchasing agency. With an annual operating budget of $1 million, the purchasing agency, through its strategy of bulk purchasing for province-wide needs, has achieved cost reductions for government in excess of $15 million.

The driving forces for change at SPMC are similar to those faced by other organizations. Like the shift occurring in other jurisdictions, choice is coming to customers who have been served by SPMC in the past. For example, health districts are now able to choose their service provider. The decision to choose SPMC or some other provider will be based heavily on the ability to provide cost-effective, value-added services which meet their needs. Although many of SPMC's commercial service programs have been operating in an environment of choice for some time, the implications of this shift for other service providers in SPMC are profound and far-reaching.

How should we respond?

Improvements are required in the areas of process, infrastructure, skill training and technology to remain competitive. SPMC must establish an increased focus on customer service in all areas of the organization, for without customers, it would not exist. Activities in the first year of this plan will focus heavily on preparing the organization for these and many other challenges that SPMC will face.

SPMC must address changing customer expectations. Customers have started to use mechanisms such as electronic commerce, purchase cards, and Internet access to acquire goods and services, in order to reduce administration costs. SPMC must continue to explore and introduce processes and systems that allow customers to easily access its services and transact business.

Innovation is also necessary to sustain continued growth. SPMC needs to leverage its innovative capability in a business environment where changes and improvements are quick to surface.

SPMC must address changing customer expectations.

For public sector organizations, the fiscal reality is harsh, and the corporation needs to assess its business activities in the context of what functions are core and which ones are non-core to the needs of customers. Both should be looked at as candidates for change. This process of redefining the business mandate of SPMC must be a high priority activity for the organization during the coming year.

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Our Next Step
Where do we go from here?

Our corporate vision:
what we want to look like in the future

SPMC will be a recognized and respected **organization of choice** for property management, commercial and support services.

To be an organization of choice means to us:

... customers will say: "Given a choice, I would use SPMC as my partner."

... employees will say: "Given a choice, I would work for SPMC."

... members of the public and the government will say: "SPMC continues to demonstrate innovation and commitment to success, while remaining a responsible public organization."

Our corporate mission:
reason for being

To build on our successes and to apply continuous improvement to the delivery of our financial, human and physical resources in performing quality service for our customers.

Our corporate values:
how we operate

Key attributes:

Innovation	*Creativity*
Flexibility	*Fun*
Honesty	*Integrity*
Trustworthy	*Fairness*
Reliability	*Pride*

- Consistently delivering responsive, cost-effective and timely service to our customers.
- Constantly pursuing new initiatives to respond to evolving business opportunities.

- Conducting ourselves in an ethical and professional manner.
- Nurturing an innovative, skilled and highly motivated team of employees.
- Diligently securing sustainable, positive financial performance through effective financial planning and management.
- Persistently taking pride in our accomplishments and communicating our successes.

Our Future
Where we want to go.

Our
corporate
vision:

Our
corporate
mission:

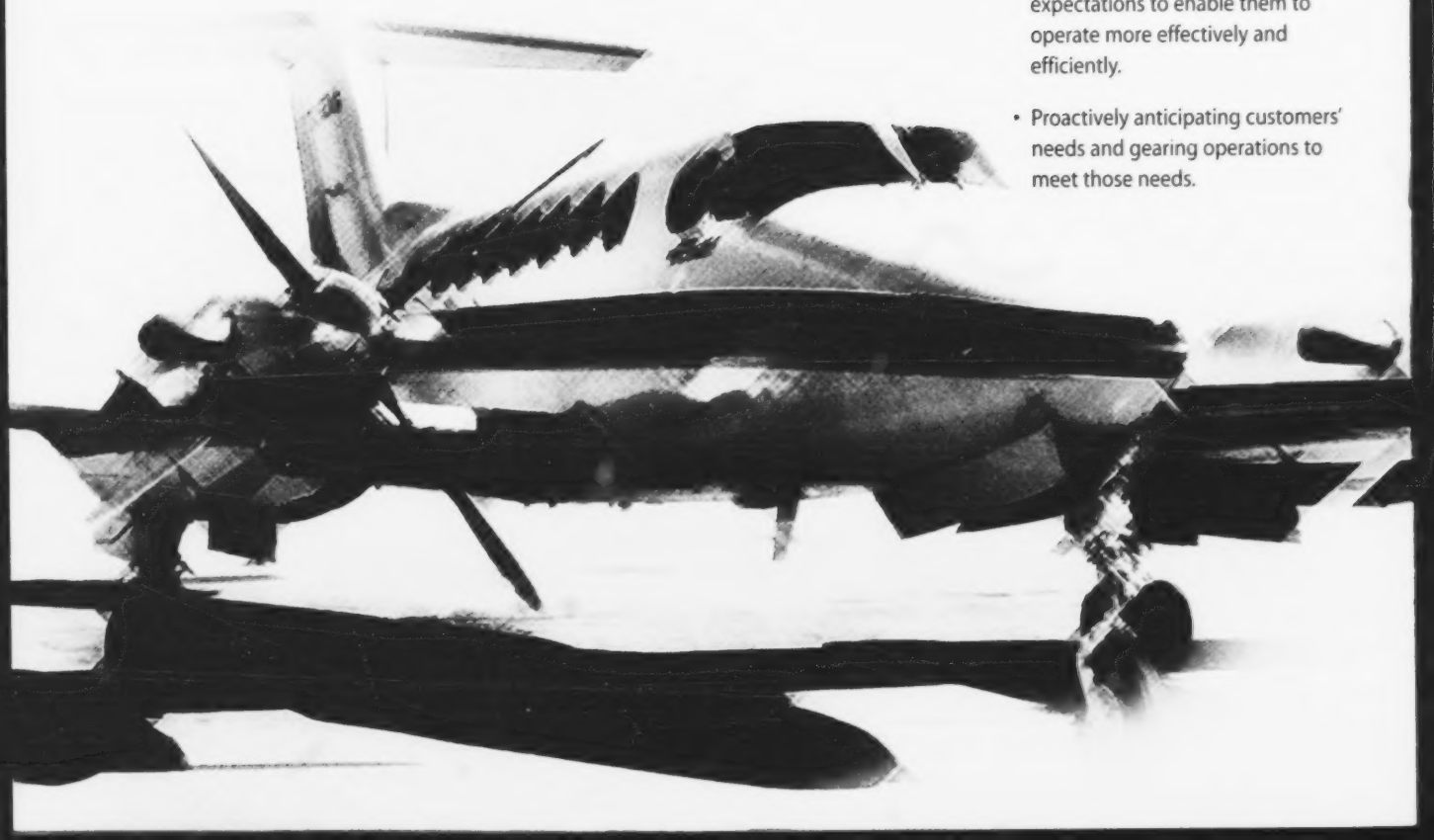
Our
corporate
values:

What must we do to achieve our vision?

Objectives will guide SPMC on its journey from where it is to where it wants to be. To become the organization of choice, SPMC must consider four cornerstone objectives in all that it does. SPMC must keep in mind how **customer focus, financial performance, employee focus, and public policy** play a role in its day-to-day activities. Tactics are the actions necessary to realize these objectives.

SPMC's objective is to maintain a customer focus by:

- Meeting or exceeding customers' expectations to enable them to operate more effectively and efficiently.
- Proactively anticipating customers' needs and gearing operations to meet those needs.



- Maintaining existing customer base and expanding value-added services to government where it can be done on a cost recovery basis.

Tactic 1: Develop a corporate customer focused business strategy which defines target groups, enhances understanding of customer needs and positions the corporation to meet these needs.

Tactic 2: Aggressively employ information technology to increase ease of access to SPMC's products and services in order to offer a ***one-stop-shop*** environment to customers.

Tactic 3: Develop partnerships to improve overall service and reduce costs for customers.

Tactic 4: Develop a corporate marketing strategy that benefits existing customers and enhances SPMC's ability to expand into new markets.

SPMC's objective is to manage financial performance by:

- Meeting financial commitments while remaining competitive.
- Moving corporate operations towards full cost recovery which would minimize reliance on grant funding.
- Effectively and efficiently managing assets.
- Establishing base capital funding that makes SPMC's infrastructure sustainable.

Tactic 1: Develop a corporate financial strategy which provides the financial framework to support the Business Plan and future long-range requirements.

Tactic 2: Take advantage of new technologies, approaches and techniques to provide enhanced services to meet existing and future customer needs.

Tactic 3: Establish a long-term capital expenditure plan.

SPMC's objective is to maintain a strong employee focus by:

- Securing the trust of employees and giving them trust in return.
- Fostering a caring, creative and innovative corporate culture that encourages reasonable risk-taking and is supportive of change.
- Enabling employees to reach their full potential to the benefit of themselves, the corporation, and those it serves.

Tactic 1: Provide employees with the responsibility, accountability and authority to get the job done.

Tactic 2: Obtain the best possible understanding of employee needs/issues to assist in improving employee satisfaction.

Tactic 3: Put the right people with the right skills in the right jobs.

Tactic 4: Develop procedures that allow SPMC to monitor, measure and improve its performance related to the delivery of products and services to customers.

Tactic 5: Develop shared values with employees that are consistent with the mission, vision and corporate values.

SPMC's objective is to contribute to public policy initiatives by:

- Building and maintaining government and public support for its operations.
- Contributing to government initiatives.
- Responsibly managing government building infrastructure.

Tactic 1: Develop and confirm SPMC's mandate including how it relates to provision of ***service*** vs. ***control.***

Tactic 2: Proactively contribute to public policy changes to enable SPMC to achieve other objectives.

SPMC has learned important lessons from the past, and will build on these learnings as it implements this plan.

How will we know we are successful?

SPMC's success will be determined in many ways. The corporation will have achieved the vision where both customers and employees will say: "Given a choice, I would select SPMC." Members of the public and government will see SPMC as an innovative and responsible public organization.

Success in the next three to five years will depend heavily on SPMC's ability to achieve growth as an organization; remain competitive as a service provider; retain and increase its customer base through provision of quality service; motivate and satisfy employees; and contribute to overall government priorities. The following targets are set for these key streams:

Growth

A key success growth target of three to five per cent has been set for SPMC each year in the life of this plan. This growth will be measured corporately based on SPMC's ability to either increase its customer base, increase each program's net contribution to the financial bottom line or increase activity with existing customers. All programs within the corporation are challenged to use innovation and creativity in developing plans to achieve the corporate goals. Continuous improvement, technical enhancement and new business opportunities have been identified as areas of focus that will contribute to growth.

Competitiveness

To be successful as a service provider, SPMC must be competitive. The key success target in the area of competitiveness is ***to be the most cost effective, value-added service provider compared to competitors*** by the fourth year of this plan. Some programs hope to reach this goal sooner, based on present performance. Other programs have work to do to accomplish this goal. Benchmarks will be established during the first year of this plan to assist in measuring progress. ***SPMC's customer focus will continue to be its existing customers and broader government-funded agencies such as Crown corporations, First Nations, municipalities, schools and hospitals.***

Customer loyalty

To be successful, SPMC must build on its current customer base as well as acquire new customers. The key success target related to customer loyalty will be measured ***based on SPMC's ability to retain customers.*** The corporation must be able to respond to customer service requests and maximize expenditure of corporate resources to meet these customer needs. SPMC must better understand customers and their requirements and expectations in order to remain their service provider. The corporation must also continue to provide a high level of service to its customers through this time of change.

Employee enrichment

To be successful, ***SPMC is targeting an improvement in its employee satisfaction ratings.*** A "culture scan" or review of strengths and barriers to employee satisfaction will be completed by December 31, 1999, at which time targets will be set for the remainder of the life of this plan and will be communicated to all employees. This key success target will be measured by employees. Significant investment in the future of employees both professionally and personally has been identified as an area in which SPMC wants to focus. Movement of decision-making responsibility to front-line employees, to be as close as possible to the customer, is only one example of ways in which employees' jobs may be enhanced.

Corporate citizenship

To be successful, ***SPMC will meet its obligations to government based on a confirmation of its corporate mandate.*** At present, SPMC's mandate is broad, providing services to a wide range of public sector organizations.

SPMC has a responsibility to help the government make efficient use of tax dollars through central ***coordination*** of some basic operating costs of publicly funded organizations (e.g. purchasing). At the same time, SPMC is in the ***service*** business, dealing with a multitude of customers who have a variety of needs.

Significant investment in the future of employees, both professionally and personally, has been identified as an area in which SPMC wants to focus.

This control vs. service challenge is difficult to manage and is only one of the challenges to be considered through confirmation of the corporate mandate.

SPMC is also extremely well-positioned to enhance its base of customers. Publicly-funded agencies such as Crown corporations, First Nations, municipalities, hospitals and schools in the province are not presently using a broad range of SPMC services, but the corporation believes they could benefit from doing so. SPMC will develop flexible approaches and partnerships to assist these organizations. This will also be confirmed through discussions related to SPMC's mandate.

What are the key principles that will guide us?

SPMC will have to make strategic investments, both financial and human, to bring the Business Plan elements to life. The strategic initiatives for the corporation outlined in this document have a mix of implications, with some increasing revenue, others reducing costs, and yet others requiring up-front investment to achieve savings in the longer term.

The following are the key principles that will guide SPMC in the delivery of initiatives of the Business Plan.

- Cost-recovery. SPMC's primary objective will be to achieve full cost recovery in its operations. This will include a combination of operating charges and grants for custodial and infrastructure funding.
- SPMC operations are self-sustaining. SPMC's responsibility is to provide services at a competitive rate, however, customers control many of the determinate variables that affect the cost structure. Customers receive approval and budget for the true cost. With SPMC's cost recovery model, changes in demand determine the level of SPMC's activity and form the primary basis for revenue and costs. For example, lease savings are passed directly on to customers. Increases in utilities or leases are also passed on to customers.
- SPMC will manage its controllable costs within industry comparable guidelines. Changes in pricing will be communicated to customers to assist them in the budgeting process.
- Direct savings for the General Revenue Fund are limited to SPMC's grant-funded programs that are not currently included in its cost recovery pricing. These grant-funded programs will be subject to the same scrutiny as government departments. SPMC will continually look at ways to reduce the operating grants required for these programs with a goal of eliminating the grant altogether.
- Ensuring a sustainable infrastructure remains a critical priority for SPMC. SPMC must invest in the continual maintenance and renewal of all aspects of the infrastructure for which it is responsible. Sound business cases will be developed for infrastructure investments based on financial and program requirements. Each will be addressed on its own merits. SPMC will retain internal operating savings to be reinvested into the infrastructure required to provide the service. For example, the consolidation of SIAST in Regina will provide a 10-year payback, and meet SIAST's need to consolidate services in Regina.
- SPMC will effectively manage its staff complements. SPMC will require significant planning to address the demographic issues of its workforce and to retool its workforce to meet changing demands.
- SPMC will utilize all reasonable means to reduce the potential impacts on staff. Increases in revenue can be utilized to offset targeted savings initiatives. Internal programs will be implemented to retrain staff to support new business opportunities. For example, in 1998 SPMC preserved 14 jobs in the Accommodation Services Division by taking on a new business opportunity with the federal government.
- Increases in staff will be supported by a business case and address the other principles listed above.

Financial highlights for 1999/2000

- Base revenue at $145.7 million
- Grant revenue for central services and asset renewal at $34.2 million
- Base expenses at $148.4 million
- Capital expenditures at $6.6 million
- Asset renewal expenses at $24.9 million

The Saskatchewan Property Management Corporation is expected to continue to operate on a cost recovery basis over the long-term.

Ensuring a sustainable infrastructure remains a critical priority for SPMC.

Further detailed forecasts for 2000/2001 to 2003/2004 will be provided in updates to the Business Plan.

a re
roles?
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This plan represents the first step in the transformation of SPMC to becoming an organization of choice. In order to make the 1999/2004 corporate plan a reality and attain the long-term vision, each shareholder of the plan must contribute to its outcome.

The following illustrates what role SPMC must play as well as what is expected from others to achieve this vision.

Board of directors

The SPMC board will gain a greater understanding and appreciation for the challenges that SPMC faces through better communication.

- Confirm corporate direction and mandate.
- Oversee and monitor corporate performance.
- Communicate corporate successes and challenges to shareholders.
- Expect innovation and initiative from SPMC.
- Champion policy and financial changes where required to allow SPMC to move towards its vision.

Customers

It should be understood that change will not happen overnight and any assumptions will need to be tested—with assistance from SPMC's customers. SPMC wants to bring its customers along with the corporation on its journey toward reaching its vision.

- Expect that SPMC will work with customers to learn about their business.
- Expect SPMC to ask for customer assistance in finding ways to improve and add value to service delivery.
- Expect SPMC to assist customers in improving program operations through efficiencies in central services.
- Expect SPMC to communicate successes and challenges.
- Expect SPMC to deliver on its promises.

All employees

Employees should consider the four cornerstones of the Business Plan in all that they do. Keep in mind: customer focus, financial performance, employee focus, and public policy in day-to-day work, as well as many projects undertaken.

- Understand the corporate plan and how it relates to you.
- Take part in development of branch and personal work plans.
- Create good working relationships with customers and fellow employees.

SPMC wants to bring customers along on its journey toward reaching its vision.

- Continually look for ways to improve existing processes and make adjustments where needed.
- Take responsible risks and request support from management and executive.
- Take pride in working for SPMC.
- Work to invoke positive change.
- Take personal responsibility for individual success.
- Speak positively about the corporation.
- Take responsibility for the culture of SPMC.
- Continue to provide a high level of service to customers through this time of change.

Managers and supervisors

This group has a critical role in the leadership of employees. They must ensure that employees develop program and individual plans that result in successful attainment of both professional and personal goals.

- Communicate plan to employees.
- Relate corporate plan to work being done in programs and create program plans that support the vision.
- Create strong partnerships with customers.
- Develop options for meeting customer needs.
- Support employees when responsible risks are taken.
- Support employees when innovative and creative ways of getting the job done are introduced.
- Encourage professional and personal development.
- Measure program, branch and individual performance.
- Contribute to defining the corporate direction.
- Encourage two-way communication on a daily basis.

SPMC executive

The executive play a vital role in sustaining commitment, maintaining interest and focus on the plan as well as displaying visible leadership and support to all employees.

- Champion the corporate plan, staying focused on the corporate vision.
- Clear roadblocks and break down barriers.
- Communicate successes both internally and externally.
- Establish strong partnerships with government executives and other customers.
- Support employees in achieving corporate initiatives.
- Create a corporate culture that encourages risk taking.
- Support corporate/community citizenship.
- Measure and communicate corporate performance.

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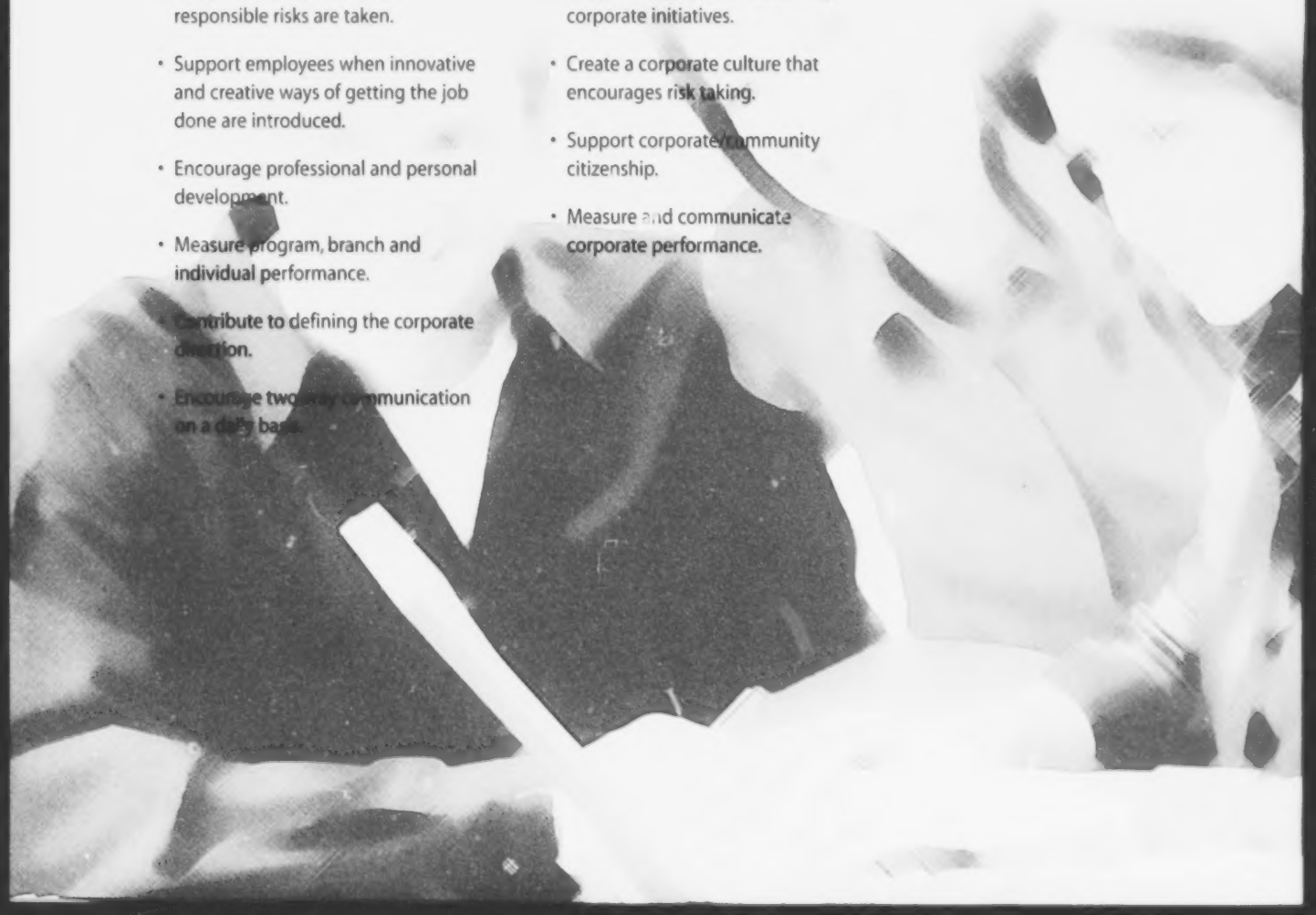

So what's next?

Executive, managers and supervisors of SPMC will meet with employees around the province to ensure that all staff have a clear understanding of the Business Plan and how each individual will be impacted by it.

Once the Business Plan is communicated, program and individual work plans will be developed using this plan as the foundation. Employees must consider SPMC's vision, mission, values, corporate objectives and tactics as well as success factors to determine what the project priorities for each program and individual should be over the next year.

A significant amount of focus on co-ordination will be required to ensure that prioritized projects have adequate resources made available to complete the projects that are started. This will be particularly important for projects that require participation of cross-divisional resources. SPMC must also never lose sight of the importance of providing a high quality of day-to-day service to its customers while it invests in its future.

It should be stressed that projects are ***not limited*** to those identified as part of this plan. Other projects will also be started as deemed appropriate, with long-term objectives in mind.

Because many of the objectives are interrelated, one will be dependent on another for success. In others, the pursuit of one objective may propel another to greater success than if it was launched independently. Therefore, projects will be prioritized, considering SPMC's changing environment.

Highlighted are a few of the many projects that were identified by corporate employees. These projects have been included as ***Appendix A*** of this document. Each of these projects has been summarized in ***Appendix B,*** including initial timelines and benefits for each project.

Our Future *Where we want to go*

Our Business *Where did we come from? Where are we now? How should we respond?*

Our Direction

Our Roles *How do we get there?*

Our Next Step *Where do we go from here?*

Appendix A: Project highlights

Customer focus

- Survey process
- Customer profiles

New business

- Expand federal accommodation initiative
- Devolution of SaskGeomatics Division to Saskatchewan Land Information Services Corporation
- Expand maintenance management
- Expand service to Crowns, First Nations, municipalities, hospitals and schools
- Secure an anchor tenant for Echo Valley Conference Centre (winter)
- Expand Insurance and Risk Management Program

Continuous improvement

- Divisional renewal projects
- Energy performance contracting

Technological investment

- Internet/web access (one-stop shopping)
- Enterprise Resource Planning Project (ERP)

Employee enrichment

- Succession planning
- Change/leadership training
- Wellness Program
- Culture scan

Corporate citizenship

- Pay equity
- Mandate confirmation

Appendix B: Business case summary

Customer focus projects

Survey process

Description:
Develop a strategy and process to guide overall customer surveying at SPMC. Tracking of responses and follow-up will be critical elements of this initiative. This project designs the process to follow to focus attention on the customer, ensuring SPMC understands their wants, needs and expectations and communicates them throughout the organization.

Timeline:
June 1999 – December 1999

Staff Requirement:
2 FTE's

Benefits:
Improved customer perception and corporate image; up-to-date customer views.

Lead:
Accommodation Services Division

Customer profile framework

Description:
This project sets the framework for provision of information from all programs into a customer profile. Data would be captured through a corporate-wide information sharing mechanism and made available for use and review by all programs.

Timeline:
April 1999 - May 2000

Staff Requirement:
2 FTE's

Benefits:
Improved corporate image; more knowledgeable employees; quicker response to customer requests.

Lead:
Accommodation Services Division

New business projects

Expand federal accommodation initiative

Description:
Increase business volume with the federal government by offering property management services to their agencies.

Timeline:
April 1999 – March 2004

Staff Requirement:
2 FTE's

Benefits:
Improved corporate image; increased revenue.

Lead:
Accommodation Services Division

Devolution of SaskGeomatics Division to Saskatchewan Land Information Services Corporation

Description:
SaskGeomatics Division will become part of the Saskatchewan Land Information Services Corporation effective October 1999. Effort will be required to ensure a smooth transition for SPMC employees affected by this change. SPMC will also assist this new corporation as it completes set up of its operations to promote continued modernized land information services.

Timeline:
April 1999 - March 2000

Staff Requirement:
Existing staff

Benefits:
Improved customer satisfaction through consolidation.

Lead:
SaskGeomatics Division with assistance from HR and Accommodation Services Division.

Expand maintenance management

Description:
Pipestone Health District has requested that SPMC expand its current maintenance contract to all facilities in that health district.

Timeline:
April 1999 - March 2002

Staff Requirement:
Existing resources

Benefits:
Improved resource utilization; extend useful life of building systems, equipment and components; increased revenues; overall savings to taxpayers; partnerships.

Lead:
Accommodation Services Division

Expand service to Crown corporations, First Nations, municipalities, hospitals and schools

Description:
Develop a marketing strategy that would encompass Commercial and Accommodation Services' programs to provide services to each of the groups identified for this initiative. Begin discussions with officials of target groups to determine their needs.

Timeline:
June 1999 – September 1999

Staff Requirement:
Existing staff

Benefits:
Increased revenue; improved corporate image; savings to government.

Lead:
Commercial Services, Accommodation Services Divisions

Anchor tenant for winter – Echo Valley Conference Centre

Description:
Market Echo Valley Conference Centre with the objective of securing a winter tenant/client for the facility.

Timeline:
April 1999 - March 2000

Staff Requirement:
Existing staff

Benefits:
Increased revenues ($110,000)/lessen overall corporate financial contribution; job creation.

Lead:
Commercial Services Division

Expand Insurance and Risk Management Program

Description:
An opportunity exists to provide aspects of the Insurance and Risk Management Program to our customers. Disaster recovery, business continuity planning, investigative services and loss prevention are only a few of the services that this program will offer to customers.

Timeline:
April 2001

Staff Requirement:
TBA

Benefits:
Increased revenues; savings to government; expanded customer base.

Lead:
Finance and Corporate Services Division

Continuous improvement projects

Divisional renewal projects

Description:
Define and review programs within Accommodation and Commercial Services based on service streams and determine measurements from each. Necessary adjustments to processes will integrate customer service with program delivery to increase customer satisfaction.

Timeline:
January 1999 – December 1999

Staff Requirement:
10 FTE's

Benefits:
Increased productivity; improved workflow; improved resource management; more knowledgeable employees and customers.

Lead:
Accommodation Services, Commercial Services Divisions

Energy performance contracting

Description:
Partner with an external service provider to reduce energy consumption, upgrade the building infrastructure and pay for the upgrades out of a portion of the savings.

Timeline:
April 1999 - March 2001

Staff Requirement:
Existing staff costs

Benefits:
Improved corporate image; more knowledgeable employees; quicker response to customer requests.

Lead:
Accommodation Services Division

Technological investment projects

Enterprise Resource Planning Project (ERP)

Description:
Plan, contract and implement an integrated computer system to track information related to as many aspects of SPMC's business as possible.

Timeline:
April 1999 - June 2001

Staff Requirement:
TBA

Benefits:
Increased productivity; improved workflow; improved resource management; more knowledgeable employees and customers.

Lead:
Corporate Systems

Internet/web access

Description:
Develop Internet/web access to allow customers access to a single point of entry to SPMC services providing a one-stop-shopping environment for 'E-business.'

Timeline:
April 1999 - March 2001

Staff Requirement:
2 FTE's

Benefits:
Increased productivity; improved workflow; improved resource management; more knowledgeable employees and customers; improved customer service.

Lead:
Corporate Systems

Employee enrichment projects

Succession planning

Description:
Develop a succession plan to ensure the corporation is preparing and hiring candidates to fill critical positions through staffing processes as they become vacant.

Timeline:
April 1999 - March 2001

Staff Requirement:
Existing resources

Benefits:
Improved employee morale; better-trained employees; minimal disruption to customers and corporation when employees depart.

Lead:
Human Resource Services

Change/leadership training

Description:
Develop a change management and leadership training process to ensure the skills of future corporate leaders are enhanced.

Timeline:
April 1999 - March 2004

Staff Requirement:
1 FTE

Benefits:
Revenue generation; improved employee morale and productivity; creating positive role models in management; improved manager credibility with customers.

Lead:
Human Resource Services

Wellness Program

Description:
Develop a Corporate Wellness Program that considers personal health and well being of employees.

Timeline:
October 1999 – March 2000

Staff Requirement:
1 FTE

Benefits:
Improved employee health/fitness; reduction in sick leave; employee satisfaction.

Lead:
Human Resource Services

Culture scan

Description:
Conduct and analyze a broad-based survey to identify the strengths and barriers to employee satisfaction and productivity.

Timeline:
May 1999 - September 1999

Staff Requirement:
6 FTE's

Benefits:
Obtain an understanding of employee issues (positive and negative); identification of issues that need to be resolved; employee satisfaction if issues are addressed; recognition of positive corporate aspects.

Lead:
Human Resource Services

Corporate citizenship projects

Pay equity

Description:
Establish a gender neutral job evaluation plan based on the principle of equal pay for equal value.

Timeline:
April 1999 - April 2001

Staff Requirement:
12 FTE's - evaluation (May 1999 to April 30, 2001)

Benefits:
Meets governments initiative; improvement in employee morale and motivation; creation of fair and equitable compensation structures for all employees; will be measurable and consistent.

Lead:
Human Resource Services

Mandate confirmation

Description:
SPMC mandate issues related to customer base. Control vs. service role must be confirmed.

Timeline:
May 15 – July 15, 1999

Staff Requirement:
.25 FTE

Benefits:
Knowledgeable employees and customers; increased revenue; improved timeliness.

Lead:
Executive members

Additional information

If you require further information please contact:

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